

MEMORANDUM FOR:

1 NIOs

Please read this before our meeting with the  
DCI tomorrow at 3:30 p.m.

Harry Rowen  
C/NIC

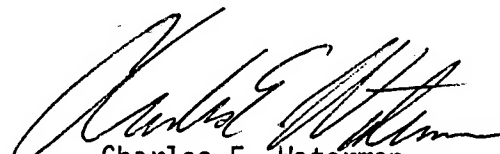
Attachment

Date 18 Jan 83

FORM 5-75 101 USE PREVIOUS EDITIONS

MEMORANDUM FOR: C/NIC  
VC/NIC

Attached are my views on the realities of being an NIO, and a considered prioritization of what is actually required.



Charles E. Waterman  
NIO/NESA

Date 18 January 1983

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The following are actual priorities for an NIO:

1. Think creatively about substance, policy, and political action. Act as a source of independent judgment on these issues for the DCI and informally for the appropriate policy community. Forecasts and contingency papers are part of this process.
2. Policy Community: Evolve meaningful working and personal relationships with Assistant and Deputy Assistant Secretary levels in NSC, State, DOD/ISA, DOD/JCS, and OVP. Informal discussions on all policy and intelligence issues should be the norm. This degree of access requires work and does not occur automatically.
3. Intelligence Community: Assert informal leadership within the intelligence community, to include the appropriate DIO, DB analytical director, INR analytical director, SNIO, DDI office director, and DDO division chief (or deputies). This informal group should meet periodically, and can be used to directly affect analysis, collection, and smooth out problems. This group responds automatically to informal NIO initiatives, and requires less aggressive cultivation than the policy community.
4. Manage formal estimative product.
5. Through contacts outside government, ensure thorough coverage of thinking and work being done on the appropriate area. Creative thought should not be occurring about which an NIO is unaware.

There are a number of realities to be kept in mind:

1. NIO turf overlaps with DDI office directors and, to a lesser extent, with DDO division chiefs. Tensions are inevitable.
2. Estimative drafters are often not willingly given by their home office.
3. As mentioned above, the policy community does not "come to us," and requires cultivation. This is also likely to be an area of "competition" with the appropriate DDI and DDO leadership.
4. An NIO's authority and scope of operation is always ambiguous, and this can be frustrating. Lack of chain of command authority is awkward, and degree of involvement in politically pertinent operational issues (political action) is arbitrarily decided by others.
5. Except in certain structured situations, the Agency leadership expects the NIO to take the initiative in bringing policy, substantive, or organizational issues to them. If the NIO does not do this, he is ignored.

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